

## **Recruitment and Selection Technique a New Challenges to Human Resource Management: A Critical Analysis**

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### **Abstract**

The value provided by an organization's human resource is extremely important in today's knowledge economy. In such a competitive market, businesses have begun to place a premium on the recruitment and selection process, as people are their most valuable asset. The key aspects involved in the staff selection process, on the other hand, have not been thoroughly researched. Previous research on the recruiting and selection process has mostly focused on employee performance and the criteria for attracting the best people, resulting in employee retention and organisational efficiency. This article is unique in that it examines the current recruitment and selection processes used by the tertiary and dual education sectors in both metropolitan and rural Australia. The goal of this study is to perform an empirical investigation of the essential factors of the employee selection process that can affect decisions from the views of many participants, including hiring members, successful candidates, and unsuccessful applicants. Various elements, such as feedback provision, interview panel participation and preparations, relevancy of interview questions, duration, and bias, were examined and their relationships investigated in order to provide appropriate recommendations for improving the process.

**Keywords:** *Recruitment and Selection Technique, human Resource Management, interview*

### **1. Introduction**

Human resources play an increasingly important role in this period of globalisation, as their influence grows in tandem with the developing globe (Enis, 2018). Employees, also known as human capital, are the most significant asset for any company since they have a direct impact on the company's performance. As a result, an organization's growth is dependent on good human resource management. Organizations use human resource management strategies such as selection and recruitment to build and expand employee capabilities so that they can achieve both individual and organisational goals (Ogedegbe 2014; Selase 2018). Such procedures should be in line with an organization's overall strategy and ensure that the right number of people are in the right place at the right time, doing the right thing in the right way. Human resource management techniques, according to Armstrong (2009), should support organisational goals and objectives and be adaptable to changes in the organization's environment. Furthermore, the human resource

department of an organisation serves as a powerhouse because they are responsible for hiring the most qualified individuals based on the organization's needs (Ogedegbe, 2014).

Because human resource management is so important to an organisation, it can be seen in the recruitment process as well as in the realm of employee staffing, both of which are critical to the organization's overall effectiveness. It's crucial to remember that good personnel may propel a company to new heights of success, whilst a single poor hire might destroy a company. Recruitment and selection is the first stage in choosing the appropriate person for the right job, and it has a direct impact on the growth of an organisation because it entails planning, targeting, identifying, shortlisting, and selecting the best people for the job. The current study examines commonly used recruitment and selection procedures in order to help researchers refresh their notions and understanding of the subject.

## **2. Literature Review**

For any form of company organisation, recruitment and selection are critical responsibilities of human resource management. These are phrases that describe the process of attracting and selecting job seekers. The success of these two functions has a significant impact on the firm's human resource quality (Gamage, 2014). Recruiting and selecting incompetent candidates carries a significant negative cost that firms cannot afford. As a result, the ultimate goal of recruiting and selection inside the company is to achieve the number and quality of people required to meet the business's strategic objectives at a low cost (Ofori & Aryeetey, 2011).

According to Opatha (2010), recruiting is the process of locating and attracting adequately qualified individuals to apply for job openings inside a business. It's a series of activities used by a company to attract prospective seekers with the necessary skills and attitudes. The process of establishing a pool of qualified applicants for organisational job openings is known as recruitment. Recruitment, according to Ofori and Aryeetey (2011), is the process of developing a pool of qualified persons to apply for jobs within a company. Larger corporations are more likely than smaller businesses to use sophisticated recruitment processes (Bacon & Hoque, 2005), with the majority of smaller businesses relying on referrals and advertising as their primary recruitment methods (Barber, Wesson, Roberso & Taylor, 1999).

According to Gamage (2014), the overall goal of recruitment is to supply the company with a pool of potentially suitable job candidates. Because the organisation will select personnel from those who were attracted, the quality of human resource in an organisation is strongly dependent on the quality of applicants recruited. In a similar vein, Henry and Temtime (2009) defined recruitment as the point at which manpower enters an organisation and the path that the organisation must take from there in order to

ensure that the right people are attracted to their culture and vibes and that the organization's overall strategic goals are met.

Selection, on the other hand, is the process of selecting the best candidate from a pool of candidates recruited to fill a specific job position (Opatha, 2010). Selection is the process of using specialised instruments to choose from a pool of candidates who are most qualified for the job at hand (Ofori & Aryeetey, 2011). Selection is a process that involves using one or more ways to analyse an applicant's fitness in order to make the best possible selection decision. It may also be viewed as a rejection process because it rejects a large number of candidates while selecting only a few to fill the vacancy. As a result, the selection function could be negative rather than positive (Gamage, 2014).

The selection function's goals, according to Gamage (2014), are to match the right individual to the right job, develop and maintain a positive image as a good employer, and keep the selection process as cost-effective as possible. For a variety of reasons, selection is an extremely important issue to consider for organisations. Businesses' performance is frequently linked to the individuals that work there, implying that the appropriate people must be hired to ensure organisational success (Henry & Temtime, 2009). Bringing someone fresh into the organisation is likewise an expensive process. So it's not something businesses want to invest time and money on only to discover they've recruited the wrong person. Because resources are already few, it is critical that organisations do the process right the first time. It can be tough to find the appropriate candidate, but at the end of the day, the organization's reputation is owned by the people that work for it (Henry & Temtime, 2009)

### **3. Recruitment and Selection Technique**

#### **3.1. Recruitment**

Recruitment is a human resource management decision on the quantity of employees required, when they are required, and the criteria for what is required in an organisation. It is the initial stage in hiring employees and is seen as a beneficial function that tries to attract a big pool of suitable individuals to apply for open positions (Armstrong, 2009). According to Henry and Temtime (2009), recruiting is a procedure through which talented individuals are allowed to gain access into an organisation, and the rationality of such recruitments may be tested and validated through time prolonged training. According to Abbasi, Tahir, Abbas, and Shabir (2020), recruitment is a process in which various types of desirable candidates in search of a suitable type of job are allowed entry into the organisation in order to build a talent pool of employees and gain a competitive advantage in the market dynamics. Furthermore, according to Geetha and Bhanu (2018), in an era of increased global competition and a rapidly changing business environment,

corporate process is heavily reliant on recruiting and retaining high-quality individuals whose contributions will add significant value to the employing organisation or institution. As a result of the facts presented above, we may deduce that various forms of recruitment and selection strategies are examined by various sorts of organisations. Organizations utilise a variety of strategies to achieve a cost-effective approach to sustainable practise. The general goal of recruitment is to select the best candidates from a pool of competent applicants for a specific job in the domain (Gamage, 2014). The goal of recruitment is to ensure that qualified candidates are available to fill the company's employment openings. Ineffective recruiting eliminates any hope of effective candidate selection because selection must proceed with a pool of poorly qualified candidates when recruitment falls short. He (Gamage) went on to say that the goal of recruitment is to create a large enough pool of applicants so that there are enough people with the appropriate skills and qualifications to fill positions (Geetha & Bhanu 2018).

### **3.2 Recruitment Techniques and Types**

#### **3.2.1 Advertisement**

It has been noted that organisations advertise their open positions on both internet and print media, as well as several other media channels, in order to attract a diverse range of qualified people for their respective organisations (Russo et al., 2000). An advertising is typically created in such a way that it can elicit responses from various types of people involved in the process.

#### **3.2.2. Contracting Agencies**

A recruitment agency, often known as a labour broker, is a company that takes on the contract responsibility of recruiting personnel for a company in exchange for a fee. This system appears to be quite effective in attracting the most capable individuals in many forms of employment (Florea, 2014). It has been noted that in exchange for pre-determined fees, primarily from employers and, in some circumstances, from employees, these sorts of organisations perform some pre-selection activities that are highly advantageous in selecting suitable individuals based on the needs of the stated organisation. In this arena, the role of different types of private employment agencies may differ in terms of execution policy and work practises. It has also been found that these types of employment agencies are quite helpful to businesses in selecting the right type of candidate if they are given a thorough briefing on the desired profile of candidates.

#### **3.2.3. Employee Referrals**

Employee referral is often defined as a recruitment strategy in which employees are requested to propose possible candidates from outside the company for open positions (Stephen et al., 2013). Employees are typically chosen using this strategy based on

referrals from current employees in an organisation (Rajarao, 2010). Several organisations are shown to be reliant on this method of employee referral for improved performance results in the majority of cases. The most advantageous characteristics of this strategy are that it saves time, reduces the cost of recruitment procedures for an organisation, and improves the recruitment process to a greater level. HRM managers have also been observed providing various incentives to current employees, including cash prizes, for referring the best types of candidates in the domain. Even while referred and non-referred workers appear to be comparable on most observable traits, there are some substantial behavioural variations between them (Stephen et al., 2013).

#### **3.2.4. Labour and Union Offices**

The world over, labour offices have a system of unions that are very useful in the recruitment of various types of labour as well as in meeting the various types of labour requirements of various types of organisations in the business domain, primarily in the building and construction as well as the printing industries (Keshav, 2013). It has been noticed that with this form of union, a labour pool is generally available, and they can also predict the character and type of employees who will be hired, as well as the positions in which they will be placed.

#### **3.2.5. E-Recruitment**

E-recruitment has become a common workforce sourcing tool in the aftermath of the COVID-19 Pandemic. As countries around the world implement social distancing measures, the majority of businesses are turning to technology for all of their commercial needs, including recruitment (Ptel, 2020). Let's take a look at how technology and electronic platforms are being employed in the recruitment process.

#### **3.2.6. Electronic Application system**

Although businesses employ electronic applications on a regular basis, it has become much more popular in the aftermath of the COVID-19 Pandemic. Electronic application systems are being adopted by the majority of companies, whether they are local or worldwide. Candidates can use these systems to fill out the application form and submit all required documents. Small and medium businesses are also pursuing this technique, which is fascinating to observe (Nguti & Mose, 2021). Since the Pandemic began, government units in underdeveloped countries have been drawn to use electronic recruitment methods (Schislyaeva & Plis, 2021), demonstrating a significant improvement that is desperately needed across the world's public sector institutions. This is critical to comprehend since businesses all over the world are working hard to improve overall company processes in order to increase organisational efficiency. To improve economic performance, firms must undergo a revolution in the form of digitization.

### **3.2.7. E-Advertisement**

E-recruitment websites and social media are the two main channels for electronic advertising. The COVID-19 has given websites like Monster, Career Builder, Indeed, Glassdoor, and others a fresh lease on life. These platforms are used by many businesses and occupational sectors to reach out to potential applicants (Smythe et al., 2021). These platforms allow businesses to promote and attract thousands of applicants from all over the world for a modest charge. According to D'Silva (2020), the usage of e-recruitment has improved corporate and organisational effectiveness by making personnel operations more effective and timely. This was once a standard practise for worldwide and multi-national organisations, but it has recently become a widely accepted practise for local small and medium businesses (Junejo et al., 2019). Many enablers are necessary to transition to e-recruitment (Mishra & Kumar, 2019), and many small and medium firms, particularly those with low resources, were unable to shift their sourcing activities fast during COVID-19. E-recruitment platforms for pandemics prove to be a huge benefit.

Social media has already been used for a variety of business purposes, and it has thus become an inevitable part of many people's everyday lives around the world (Qualman, 2012). Social media is currently used for recruitment objectives, in addition to a wide range of commercial activities such as procurement, financing, trade, and other possible activities. Since the beginning of the COVID-19, social media has become a popular recruitment medium (Ali et al., 2020). During the ongoing Pandemic, social media networks such as LinkedIn and Facebook have been seen to be heavily used for job advertisement and initial screening, allowing both individuals and organisations to successfully and swiftly interact (Mudili & Trivedi, 2020). According to a recent article, LinkedIn is one of the greatest social networking networks for job hunting and advertising, and that it will continue to expand and more similar platforms will be launched in the future if the Pandemic situation persists (Hosain & Liu, 2020). In a nutshell, e-advertising via social media has become standard practise, and businesses actively seek out such venues to recruit qualified people.

### **3.3. Employee Selection**

After prospective employees have been hired, the process of personnel selection begins. According to Maloney (2001), the selection process can be thought of as a procedure in which the best applicant is chosen from a pool of candidates. It is a procedure-oriented activity in which various strategies and methodologies are utilized to choose the most deserving candidate from a list of candidates (Ofori & Aryeetey, 2011). According to Gamage (2014), the selection process is a type of process that can be used to either select the most suitable candidate from a list of available candidates or to reject a large number of candidates who do not meet all of the criteria for the available job vacancies for the said vacancy from a large pool of candidates. It can be seen that the selection process is



one of the processes in which employers aim to locate the type of individual who is best suited for a specific type of job in the organization by meeting all of the desired criteria. According to (Pulakos, 2005), the selection process can be thought of as a procedure in which the employer considers many options before making a specific employment offer to a specific type of candidate.

Selection is an extremely crucial part of organizational effectiveness and efficiency. In order to preserve the space and quality of organizational efficiency, the correct individuals must be placed in the proper places in order to ensure a better type of organizational performance (Henry & Temtime, 2009). The many sorts of facts discussed above explain the fact that selection is essentially the type of process in which an organization tries to choose the most suitable applicant from a list of a big number of candidates accessible for evaluation. Because recruitment is a costly process, it is common to see organizations do their best to select the right people from the start, so that at the end of the process, the organization can demonstrate that it was worth their time and money in selecting the right candidate for a higher level of business proficiency. According to Gamage (2014), the selection process ensures the probability of selecting the correct kind of individuals, and it is a well-known truth that when the right candidate is assigned to the proper job, organizational efficiency and productivity are bound to improve. According to Kaliannan (2018), the selection procedure is essentially a firing process in which employers attempt to identify the best types of candidates by gathering various types of information about them in order to compare their suitability for the job against a large pool of qualified candidates.

### **3.3.1. Interviews**

Interviewing is arguably one of the most commonly used approaches in the selection of candidates (Akuamoah et al., 2016). It usually exposes a lot of subjective analysis if the candidate and the individual are compatible with the job type in question in the concerned company. During interpersonal contact, a variety of settings may be used in order to obtain available information from the candidates. An interviewing process can have a number of different characteristics: (1) After a round of well-structured interview questions, the candidates can be better assessed. (2) Various forms of unfavourable conditions can sometimes be given an undue amount of weight. (3). The interviewer's stereotypic tendency can sometimes impact decisions. (4) In certain circumstances, it has been observed that the interviewer completes the formal interview early in the interview and then uses the remaining time to research extra relevant information about the candidate in question. (5) In certain interviews, the positive information may be overshadowed by a great amount of negative information. (6) It has been noted that the efficiency of such sorts of interviews is relatively high when there are a large number of job openings.

### **3.3.2. E- Interviews**

Electronic interviews have become regular practice as a result of the COVID-19 Pandemic, and corporations actively use them to pick employees. Businesses were unable to invite candidates for face-to-face interviews due to social distancing measures in place. The importance of the approach was underscored in a survey report on remote interviews performed during the COVID-19 Pandemic crisis (Temsah et al., 2021). Even in the healthcare business, which is widely seen as a delicate industry that requires rigorous and thorough screening to pick the top applicants, online interviews were widely used (AL-Abrow et al., 2021).

### **3.3.3. Line Manager Approval**

It has been observed that, in general, the candidate should be regarded picked for the said process after completing the various types of interview steps; nevertheless, in certain organisations, the last and last round of interview is done by the supervisor of the various types of organisations (Broyles et al., 2011). Supervisors, it has been noticed, are the ones who, in the majority of cases, have knowledge and access to various sorts of tasks and are aware of the competences required. As a result, such inter-personal sessions aid in improved judgement and examination of all theoretical and practical areas of the profession.

### **3.3.4. Reference Checks**

The objective of a reference check in any organisation is to cross-check the various sorts of information that a candidate has provided in the information sheet, as well as to get knowledge of his previous behaviour in the various types of organisations for which he has worked (Hedricks et al., 2019). According to a study by Fall and Chulkov (2013), the reference check is done before the short-listed candidates are summoned for an interview in the majority of public sector businesses. However, it is usually done after the provincial appointment letter has been delivered to the candidates for the said organisation in the case of private firm.

## **4. Applicant Attributional-Reaction Theory (AART) Based Framework**

The Applicant Attribution-Reaction Theory (AART) framework is used in this study. Ployhart and Harold [26] created the term AART to describe a paradigm that incorporates attribution theory into applicant reactions. The empirical applications of the attributional paradigm to applicant reactions have shown some potential in literature studies. The core principle of AART is that an attributional process in the form of the applicant's reaction determines the employment selection process. This study focuses on applicants' reactions to the four primary factors that influence selection decisions, as described previously in this paper and depicted in Figure 1 below. AART also looks to be a suitable theoretical



framework because the research questions are posed to the interview applicants in order to investigate their perspectives for improvement.



**Figure.1.** Applicant Attribution-Reaction Theory (AART) covering some major selection elements.

## 5. Conclusion

As a result, the analysis concludes that various recruitment and selection methods are still in use, with a considerable increase in the use of electronic media for staffing procedures. Organizations are actively employing a number of ways that not only help to facilitate the recruitment and effective employment process, but also help to reduce operational costs to a minimum. Recruiting and selection in any company is a serious business, as every organization's success or efficiency in service delivery is determined on the quality of its workforce, which is recruited through recruitment and selection activities (Ezeali and Esiagu, 2010). According to Bohlander, Snell, and Sherman (2001), managers must be aware of the selection objectives, rules, and processes. More significantly, persons in charge of making selection judgments should have enough knowledge to make informed choices. Human resource policies and practises, according to Robbins (2005), are powerful drivers in affecting employee behaviour and attitudes.

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